

Message Text

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ACTION AF-10

INFO OCT-01 ISO-00 SS-15 SP-02 NSC-05 SIG-03 MMO-01

USIA-06 AID-05 PC-01 OMB-01 CU-04 ABF-01 TRSE-00

HA-05 AGRE-00 HEW-04 /064 W

-----130640 251547Z /41

R 250800Z MAR 78

FM AMEMBASSY MBABANE

TO SECSTATE WASHDC 4288

INFO AMEMBASSY GABORONE

LIMITED OFFICIAL USE SECTION 1 OF 2 MBABANE 1007

E.O. 11652: N/A

TAGS: AMGT, OGEN, WZ

SUBJECT: GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)

REF: STATE 69374

HEREWITH EMBASSY'S RESPONSE KEYED TO REFTEL:

A. TOTAL MISSION RESOURCES (OPTIMAL)

PERSONNEL

DIRECT HIRE (INCREASE) CONTRACT (INCREASE)

	US	LOCAL	US	LOCAL
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STATE (A)	9 (4)	8 (3)	0	1
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AID (B)	13 (-1)	15	56 (11)	5 (1)
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ICA (C)	1 (1)	1	0	0
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PEACE CORPS	4	5	0	3
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TOTAL	27 (4)	29 (3)	56 (11)	9 (1)
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(A) THIS INCREASE DERIVES FROM ASSUMPTION THAT A U.S. AMBASSADOR WILL BE ASSIGNED DURING FY 1980 ALONG WITH APPROPRIATE AMERICAN AND LOCAL SUPPORTING STAFF, INCLUDING PERSONAL ASSISTANT (SECRETARY); A CONSULAR OFFICER AND SECOND C&R OFFICER ARE

ALSO ANTICIPATED.

(B) WE ANTICIPATE THAT AID OPERATIONS IN FY 1980 WOULD BE BASICALLY FOR MANAGEMENT OF SWAZILAND PROGRAMS PLUS SOME REGIONAL SUPPORT.

(C) THIS IS THE PAO POSITION WHICH HAS BEEN URGENTLY REQUESTED FOR THE PAST YEAR AS THE EMBASSY'S TOP PRIORITY AND WHICH WE HOPE WILL BE FILLED ASAP.

PROGRAM (INCLUDING ADMIN OVERHEAD WHERE APPLICABLE) IN DOLLARS

OPTIMAL INCREASE

STATE (A)	210,000	122,000
AID (B)	5,300,000	1,300,000
ICA (C)	45,000	29,000
PEACE CORPS	656,800	0
SPECIAL SELF-HELP	120,000	30,000
TOTAL	6,331,800	1,481,000

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(A) THE INCREASE TAKES ACCOUNT OF THE MOVE TO THE NEW OFFICE BUILDING.

(B) THE OPTIMAL FIGURE IS THE ANTICIPATED "NORMAL" LEVEL OF US ASSISTANCE; THE INCREASE REFLECTS THE ADMINISTRATION'S GROWING EMPHASIS ON SOUTHERN AFRICA PLUS INFLATION.

(C) THE INCREASE TAKES ACCOUNT OF THE MOVE TO THE NEW OFFICE BUILDING.

ADMINISTRATIVE SUPPORT ONLY

OPTIMAL INCREASE

STATE	240,000	116,000
AID	1,239,000	24,000
ICA (A)	6,000	6,000
PEACE CORPS	185,700	0

TOTAL 1,670,700 146,000

(A) THIS ANTICIPATES ESTABLISHMENT OF PAO POSITION NOTED ABOVE.

B. THE UNIFYING PRIORITY US OBJECTIVE IN SWAZILAND (AS TAKEN FROM THE LATEST STATEMENT OF GOALS AND OBJECTIVES) IS TO SUPPORT SWAZI INDEPENDENCE AND STABILITY BY (1) US ECONOMIC ASSISTANCE; (2) MAKING CLEAR OUR DISAPPROVAL OF GOS HUMAN RIGHTS ABUSES; (3) KEEPING AN OPEN MIND ABOUT SWAZILAND'S SYSTEM OF GOVERNMENT; AND (4) ENCOURAGING BETTER GOS/GPRM RELATIONS.

RELATION OF PROGRAMS TO THE ABOVE OBJECTIVES:
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1. STATE. PRESENT DEPARTMENT OF STATE REPRESENTATION IN MBABANE (TWO FSO'S AND THREE US SUPPORT) IS A SKELETON STAFF AND INADEQUATE TO PROVIDE MORE THAN THE MINIMUM CONSULAR, COMMERCIAL, ADMINISTRATIVE, CU/ICA SERVICES AND BASIC ECONOMIC/ POLITICAL REPORTING. AS A FIRST STEP IN IMPROVING THE MISSION CAPABILITY TO ACHIEVE ALL THE ABOVE POLICY OBJECTIVES, WE HAVE URGED THAT A PAO BE ASSIGNED AS A MATTER OF PRIORITY. THE GOAL IS TO RELIEVE THE CHARGE AND IRO OF PROGRAMMING AND REPORTING ON ICA (INFORMATION AND CULTURAL) MATTERS AND RELATED VISITS WHICH TAKE BETWEEN 20 AND 30 PERCENT OF THE TIME OF BOTH OFFICERS, AND TO STRENGTHEN AND BROADEN VITAL COMMUNICATIONS LINKS TO THE GOVERNMENT AND PEOPLE, SPECIFICALLY THE NEXT GENERATION OF LEADERS.

2. AID: PERSONNEL. MBABANE IS THE LOCATION OF THE AID REGIONAL OFFICE, OSARAC (OFFICE OF SOUTHERN AFRICA REGIONAL ACTIVITIES COORDINATION) WITH JURISDICTION OVER BLS COUNTRIES AND MALAWI AND ZAMBIA. A NET DECREASE OF ONE USDH IS EXPECTED AMONG OSARAC PERSONNEL RESIDENT IN MBABANE. WITH THE EXPECTED ELEVATION OF AID OFFICES IN BOTSWANA AND LESOTHO TO THE LEVEL OF COUNTRY MISSIONS, FURTHER REDUCTIONS SHOULD BE POSSIBLE IN REGIONAL STAFFING REQUIREMENTS UNLESS OSARAC ASSUMES ADDITIONAL RESPONSIBILITIES BEYOND THE BLS COUNTRIES. WE WILL KEEP THE QUESTION OF OSARAC STAFFING ON THE AGENDA FOR REGULAR DISCUSSIONS IN THE LIGHT OF NEW PROGRAM LEVELS. STATE OFFICIALS CAN ASSIST IN ACHIEVING REDUCTIONS BY SUPPORTING COUNTRY MISSIONS WHERE APPROPRIATE, A SOLUTION WHICH IN OUR EXPERIENCE IS NECESSARY GIVEN THE DIVERSITY OF THE COUNTRIES AND THE PROBLEMS OF COMMUNICATIONS AND TRANSPORTATION AMONG THEM.

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ACTION AF-10

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MMO-01 SS-15 SP-02 ABF-01 NSC-05 SIG-03 USIA-06

HA-05 AGRE-00 HEW-04 /064 W

-----130662 251547Z /46

R 250800Z MAR 78

FM AMEMBASSY MBABANE

TO SECSTATE WASHDC 4289

INFO AMEMBASSY GABORONE

LIMITED OFFICIAL USE SECTION 2 OF 2 MBABANE 1007

AID: ASSISTANCE LEVELS. FOR A NUMBER OF REASONS WE BELIEVE THAT A DECREASE FROM THE FY 1978 LEVEL OF DOLS 11.8 MILLION IN US ECONOMIC ASSISTANCE WOULD MORELIKELY CONTRIBUTE TO ACCOMPLISHMENT OF US GOALS AND OBJECTIVES THAN AN INCREASE. FIRST, A REDUCTION BY FY 1978 TO A NORMAL LEVEL OF DOLS 5.3 MILLION IN US ASSISTANCE PROGRAMS TO THE GOS (LARGELY IN AGRICULTURE, HEALTH, AND EDUCATION) WOULD CONSTITUTE APPROPRIATE EVIDENCE OF US SUPPORT FOR SWAZI INDEPENDENCE AND STABILITY. THE OBJECTIVES AND TARGETS OF THIS US ASSISTANCE CONTRAST WITH GOS DEVELOPMENT POLICY WHICH IS TO USE ITS OWN RESOURCES TO CARRY OUT PROGRAMS OF INDUSTRIALIZATION AND MODERNIZATION, WITH LITTLE ATTENTION TO THE PROBLEMS OF THE RURAL POOR MAJORITY. CLOSER US IDENTIFICATION WITH PRESENT GOS POLICIES IS NOT IN THE US LONG-RANGE INTERESTS; IT COULD BE INTERPRETED, INTER ALIA, AS AGREEMENT WITH GOS POLICIES OF FOSTERING INDUSTRIAL DEVELOPMENT.

TWO, WE WOULD EXPECT THAT THIS REDUCTION OF US ASSISTANCE WOULD INSPIRE GOS INQUIRES AS TO THE REASON. WE BELIEVE SUCH INQUIRIES PROVIDE THE MOST EFFECTIVE MEANS OF GENERATING A DIALOGUE WITH THE GOS ON THE INADEQUACIES AND FAILING OF ITS CURRENT POLICIES, THE DANGER OF ACCUMULATED GRIEVANCES RAPIDLY ERUPTING, ETC. THIS ALSO STRIKES US AS BEING THE

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BEST MEANS OF TAKING THE NEXT STEPS IN OUR POLICY OBJECTIVE OF MAKING CLEAR OUR DISAPPROVAL OF THE COUNTRY'S HUMAN RIGHTS ABUSES, INCLUDING EXAMPLES OF DISRESPECT FOR CIVIL

AND POLITICAL LIBERTIES AND FAILURE OF GOS ECONOMIC POLICY
TO USE THE NATION'S RESOURCES FOR THE BENEFIT OF THE VAST
MAJORITY.

THIRD, CURRENT AID PROGRAMS STRETCH TO THE LIMITS SWAZILAND'S
ABSORPTIVE CAPACITY IN THE SECTORS OF INTEREST TO US,
PARTICULARLY GIVEN THE LIMITATIONS ON USAID IN UNDERTAKING
INFRASTRUCTURE, HOUSING, AND OTHER CAPITAL DEVELOPMENT
PROJECTS FOR URBAN SLUM DWELLERS. FOR EXAMPLE, THE MULTI-
MILLION, MULTI-YEAR, MULTI-DONOR RURAL DEVELOPMENT AREA
PROGRAM (RDAP) -- US CONTRIBUTION IN FY 1978 AONE OF
DOLS 7.5 MILLION -- FULLY ENGAGES GOS MANPOWER AND BUREAUCRATIC
RESOURCES IN THAT SECTOR FOR THE NEXT SEVERAL YEARS.

3. ICA. THE PROPOSED ASSIGNMENT OF A PAO, TOGETHER WITH AN INCREASE
IN RESOURCES TO SUPPORT SUCH AN ASSIGNMENT, IS A PRIORITY
CONDITION FOR ACHIEVING AGREED US OBJECTIVES AS OUTLINED
ABOVE. ONLY THROUGH A CONTINUING PROGRAM OF COMMUNICATION
WITH DECISION-MAKERS AND OPINION-MOLDERS CAN THE US EXPECT
TO MAKE PROGRESS TOWARD ITS POLICY OBJECTIVES AND ENCOURAGE
PEACEFUL EVOLUTION OF SWAZI SOCIETY TOWARD MODERNIZATION.

4. PEACE CORPS. THE PROPOSED REDIRECTION OF THE PEACE
CORPS PROGRAM TOWARD MEETING BASIC HUMAN NEEDS (INSTEAD
OF PROVIDING TEACHERS AS AT PRESENT) IS IN LINE WITH OUR
BASIC POLICY OBJECTIVES AND DESERVES ENCOURAGEMENT. WE ARE
NOW ENTERING AN EXPERIMENTAL PERIOD IN SHIFTING EMPHASIS.
ON THE OTHER HAND, WE BELIEVE IT WOULD BEHDETERMINAL TO
US INTERESTS FOR THE PC TO RAISE ITS LEVEL OF VISIBILITY, I.E.,
BY A NET INCREASE IN PCV'S. AS A RESULT OF PROPOSALS OUTLINED
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ABOVE AND THE DIVERGENCY OF US AND SWAZI POLICIES ON DEVELOPMENT,
WE FORESEE THAT TENSIONS AND UNREST WILL DEVELOP -- AS WAS
THE CASE DURING THE TEACHERS' GRIEVANCES AND STRIKE IN
OCTOBER 1977. OUR RESOURCE RECOMMENDATIONS ARE, THEREFORE,
GEARED TO KEEPING PC AT A LEVELNO HIGHER THAN 115 AND
PREFERABLY, AS CIRCUMSTANCES PERMIT, A REDUCTION TO 90.
THIS WOULD HAVE THE ADDITIONAL BENEFIT OF REQUIRING THE
SWAZI GOVERNMENT TO ASSUME THE FULL CONSEQUENCES OF ITS
ACTIONS IN INCREASING, WITHOUT A CLEAR OVERALL POLICY
OBJECTIVE, THE NUMBER OF SCHOOLS BEYOND THE COUNTRY'S
ABILITY TO STAFF THEM.

C. PROPOSED REDUCTIONS

FIVE PERCENT REDUCTION:

-- REDUCE PROPOSED AID INPUT FOR SWAZILAND PARTICIPATION IN
SOUTHERN AFRICA MANPOWER DEVELOPMENT PROGRAM (SAMDP)

(ESTIMATED SAVINGS DOLS 375,000)

-- REDUCE PEACE CORPS VOLUNTEER LEVEL BY FOUR
(ESTIMATED SAVINGS DOLS 18,800)

-- REDUCE IV PROGRAM BY ONE PARTICIPANT (ESTIMATED
SAVINGS DOLS 3,500)

-- REDUCE SELF-HELP PROGRAM BY FIVE PERCENT (ESTIMATED SAVINGS
DOLS 4,500)

-- POSTPONE PURCHASES OF EMBASSY SUPPLIES AND EQUIPMENT
(ESTIMATED SAVINGS DOLS 2,000)

TOTAL DOLS 403,800

TEN PER CENT REDUCTION:

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-- ALL FOREGOING REDUCTIONS (ESTIMATED SAVINGS
DOLS 403,800)

-- FURTHER REDUCE AID INPUT INTO SAMDP (ESTIMATED
SAVINGS DOLS 300,000)

-- REDUCE PROPOSED AID INPUT INTO UNIVERSITY COLLEGE
OF SWAZILAND (ESTIMATED SAVINGS DOLS 100,000)

TOTAL DOLS 803,800.

NORLAND

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Message Attributes

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SAS ID: 3203614
Secure: OPEN
Status: NATIVE
Subject: GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)
TAGS: AMGT, OGEN, WZ
To: STATE
Type: TE
vdkgvwkey: odhc://SAS/SAS.dbo.SAS_Docs/f0abadbd-c288-dd11-92da-001cc4696bcc
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